

# LINKAGE

The 2004 Linkage  
**Excellence in Management &  
Leadership Series**

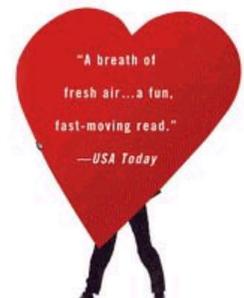
## ***Leadership and Likability***

### **Participant Guide**

Featuring Tim Sanders



HOW TO WIN  
BUSINESS  
AND  
INFLUENCE  
FRIENDS



"Why faith beats fear, greed isn't good, and nice guys finish first."

—Fast Company

**LINKAGE**  
INCORPORATED

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Dear Participant:

Welcome to the Linkage broadcast, *Leadership and Likability*. This is the second of ten broadcasts in Linkage's 2004 Excellence in Management & Leadership Series and features Tim Sanders, Chief Solutions Officer at Yahoo! and author of the best seller, *Love is the Killer App*.

Mr. Sanders will share his beliefs about the power of likability and its effect on leadership. He will use case examples to illustrate that likability is perhaps one of the most important yet overlooked traits of tomorrow's successful leaders. According to Sanders, nice, smart people succeed and business gurus and management mavens have been teaching us how to be smart leaders for decades; Sanders shows us how to be nice – and why being nice is important to business success.

This broadcast and follow-up training will help you learn the techniques to leverage your likability to help create an organization where employees thrive and which draws outside talent like a magnet. Specifically, as a result of participating in this broadcast and follow-up training, you will be able to:

- Describe the Likability Factor (L-Factor) and how it impacts your leadership effectiveness.
- Find your likable self as seen through the eyes of others.
- Boost each of the four L-Factor elements, thereby increasing your effectiveness as a leader in your company or organization.

These participant materials have been designed to complement your participation in this broadcast with Tim Sanders. Use the materials **before** the broadcast to learn more about Sanders and his business philosophy. In your preparation, complete the "Finding Your Likable Self" exercise on pages 9-13; throughout the broadcast, Sanders will ask you to refer to the results of this exercise.

Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Mr. Sanders via fax, telephone, and/or email. Mr. Sanders will speak for the first hour and then respond to questions for the next 30 minutes. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. In today's tough business climate, likability may be the single most important thing that you can use to distinguish you and your department or company from others. Use the materials as your ongoing source of renewal, energy, and direction.

## About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 100,000 executives and management professionals have attended a Linkage summit, institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Burlington, Massachusetts with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco.

## Upcoming Events

Join us for these upcoming broadcasts:

May 5, 2004 (11:00am - 12:30pm Eastern Time)

**Peter Drucker - *Strategic Planning in the 21st Century***

May 25, 2004 (11:00am - 12:30pm Eastern Time)

**Tom Peters - *Leadership and Change***

June 22, 2004 (11:00am - 12:30pm Eastern Time)

**Stephen Covey – *Unleashing Human Potential***

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**SECTION 1**

**SATELLITE PROGRAM MATERIALS**

## Introduction and Basic Premise

Using case studies, social science research, and personal anecdotes, Tim Sanders builds a strong case for likability – the L-Factor. Likability, he states, comprises a hierarchy of four elements. In order to be likable, you must first be *friendly*. For someone to find you likable, you must also be perceived as *relevant*. Amplifying the perception of friendliness and relevance is the perception of being *empathic* – truly caring for the other. At the highest level of the likability hierarchy is the perception of being *real*; likable people are authentic.

Sanders states, “Likability is rarely a talent you are born with, like running speed or a perfect soprano voice (although a few people do seem to be gifted from birth with a high L-Factor). For most of us, however, likability is something we can develop over time, something that emerges from a combination of self-awareness and acumen.”

In his presentation, Sanders shares techniques that all of us can apply to increase our likability and, subsequently, our business results.

## Question-and-Answer Session

Mr. Sanders will dedicate the last 30 minutes of his live broadcast to answer your questions. Complete the Question Form on page 31 of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Form. Your seminar coordinator may collect your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your seminar coordinator to be answered during your post-broadcast activities.

## When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: [http://www.linkageinc.com/dis/satellite\\_evals.shtml](http://www.linkageinc.com/dis/satellite_evals.shtml).
- To further reinforce your understanding of today’s information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 23 of this participant guide.

## Pre-Broadcast Reading #1: Excerpts from Love is the Killer App

Tim Sanders puts a new spin on an old concept: Love. Love is not just good for **you**; it's good for **business**.

Sanders is Chief Solutions Officer at Yahoo! There he works with the biggest customers in developing marketing solutions that help them save money by using an online platform. Along the way, he preaches his brand of business leadership— or *bizlove* as he likes to call it.

Sanders believes that “people are the next big thing and love is the killer app” in business. He encourages us to be *lovecats* and give freely. What does he suggest that we give? Sanders advises us to give away the intangibles - the important stuff:

- **Knowledge.** Sanders states that “the first step in cultivating value is to make sure you possess knowledge.” Not just any knowledge. But knowledge with consequences. Knowledge is powerful, it's essential, it's valued. But only if it's shared.

How do you acquire knowledge? Sanders believes that while magazine articles and newspaper clippings are the equivalent of between-meal snacks, books – specifically hardcover books – are the meals of champions. “A paperback is meant to be read. A hardcover is meant to be studied.”

Sanders outlines a strategy to eke the most knowledge – and subsequent value – out of a book. His strategy, not surprisingly, concludes by selflessly giving away your newly acquired knowledge. “Too many people internalize their new information, turning it into private wisdom that cools in their intellectual cellar. Their wisdom gains no distribution. This is a little like producing a great cable-access show that never reaches a public audience.”

- **Network.** Give away your contact database, advises Sanders. “Whenever you introduce people, instead of one plus one equaling two, it equals two to infinity – because when we make a successful connection, we are helping create that one-in-a million business relationship with which we are forever associated and that may connect us to myriad new network nodes.”

Here too, Sanders outlines a strategy for smart networking. His first two steps are familiar: collecting relevant contacts and connecting them appropriately. His third step, however, once again turns conventional hard-nosed business teaching on its head. Sanders suggests that the third step of effective networking is to disappear. He suggests that a good networker is like an obstetrician: “An obstetrician delivers the baby and stays around long enough to make sure that it is healthy. She doesn't raise the child.”

Get out of the connection as soon as you're sure the two have connected. And tell your “nodes” that you expect nothing from making the connection. They may not believe you, but assure them that you're not a contact broker; you're sharing selflessly and with only their best interests in mind.

- **Compassion.** “Most of us don’t feel comfortable with workplace intimacy,” admits Sanders. But, “you’ve got to express your compassion, because, combined with knowledge and network, it is the way we win hearts and influence business in this, the dawn of the new business world.”

Sanders further points out that “we are squeezing out of business that inefficient, no-ROI thing called humanity. We are wringing all that is human out of the workplace like we squeeze water from a sponge, and we do it in the name of business.” Guess what? Word travels and managers and departments and companies that squeeze the humanity out of the workplace are quickly and broadly labeled. The best people will find the best working environment regardless of the economy. Show compassion and good people will find you.

The bottom line: Nice, smart people succeed. But you need to be both. It’s not 100% lovey-dovey here. “Being a *lovecat* is not just about being nice,” Sanders writes. “There’s no point in playing by these rules if you’re not smart, too. Because if you’re not, it won’t scale, and all you’ll have to show for it is good intentions rather than good business relationships.”

You may wish to read [Love is the Killer App: How to Win Business and Influence Friends](#) by Tim Sanders (Three Rivers Press: 2002. ISBN 1-400-4683-1).

*“Over and over I have discovered that the people in the bizworld who are most successful and happiest are the ... people whom you always like the most, the ones who are most passionate from 9 to 5, or 8 to 10, or whatever their hours. They are the ones who are the most generous with their knowledge, their address book, and their compassion.”*

## Pre-Broadcast Reading #2: Likability and Leadership

It appears that being likable is smart business. Working on his next book, The L-Factor: The Amazing Power of Being Likable, Mr. Sanders explores the theme of likability and leadership.

*There is an important difference between being likable and getting people to like you. Being likable is a state of consciousness. It's a level of preparation, maturity, and self-awareness. Getting people to like you is merely the result of various techniques for manipulating human relations. One is warm and natural; the other cool and calculating.*

Using case studies, social science research, and personal anecdotes, Sanders builds a strong case for likability – the L-Factor. Likability, he states, comprises a hierarchy of four elements. In order to be likable, you must first be *friendly*. For someone to find you likable, you must also be perceived as *relevant*. Amplifying the perception of friendliness and relevance is the perception of being *empathic* – truly caring for the other. At the highest level of the likability hierarchy is the perception of being *real*; likable people are authentic.

Sanders states, “Likability is rarely a talent you are born with, like running speed or a perfect soprano voice (although a few people do seem to be gifted from birth with a high L-Factor). For most of us, however, likability is something we can develop over time, something that emerges from a combination of self-awareness and acumen.” In his presentation, Sanders shares techniques that all of us can apply to increase our likability and, subsequently, our business results.

Originally from Clovis, NM, Sanders graduated from Loyola University in 1987 majoring in political science. After graduate work in business communications, Sanders toured the country as a musician. Seeking to augment his income, Sanders landed a job as account executive at Broadcast.com, an early video-streaming pioneer. In 1999, Sanders – and the rest of Broadcast.com – were acquired by Yahoo! Whether as Chief Solutions Officer or as a fulltime *lovecat*, Sanders is changing business for the better.

*"How we are perceived as human beings is becoming increasingly important in the new economy."*

*"If we dot communists had a bible, it would preach that the network was created in the image of men and women. No matter how technical our workstations may be, because we are all human, the network is at its best when compassion underlies our motivation."*

### Pre-Broadcast Activity/Discussion "Finding Your Likable Self"

1. Likability is rarely a talent that you are born with. However, likability is something we can develop over time. We can develop L-Factor features that already exist in us. But first we must identify those features. This exercise will help do that through a series of questions. Please answer each question. Some questions may require that you spend a few minutes thinking before you answer; that's okay, take the time because the results of this exercise will shape the rest of this training.
2. Think about the last time someone paid you a compliment at home, work, or other environment. Try to recall the exact compliment. What did the other person say?

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What did you do or what were you doing that prompted the compliment?

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Do you hear this compliment from others/in other situations? \_\_\_\_\_  
If so, describe whether you hear the compliment rarely, occasionally, or often.

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3. Of all the compliments you've received over the past weeks or months, which one makes you feel most proud of yourself and gives you a sense of accomplishment? (You are looking for compliments that are congruent with who you are and what you'd like to be.) List the compliment:

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What did you do or what were you doing that prompted the compliment?

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**Why** did you do what were you doing to prompt the compliment? (For example, the compliment of which I may be most proud came after I made an especially introverted person laugh, she complimented me by saying “You always know how to use humor to make everyone feel comfortable.” The reason I’m especially proud of that compliment is because I’ve been consciously trying to add humor to my repertoire for a while and I’m glad that it’s working AND appreciated. The “why” I did it is because I like to include others in the activity at hand; I want people to feel a part of something.) Describe **why** you do the things that you do that elicit compliments:

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4. Who – outside of your family – is your biggest fan? Who goes beyond simply saying nice things about you; they brag about you and frequently recommend you for things. In fact someone may have mentioned to you, “So-and-so talks you up all the time.” Name your biggest fan:

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What converted them from acquaintance to raving fan? Was it one thing or a series of events? Describe the conversion:

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What two features (like a winning smile, a caring attitude) does your raving fan like most about you? List the two features:

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5. In a job interview, what would you claim to be your number one quality?

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6. Pick any family member except a spouse or significant other. What features do you have that the family member would say are your most appealing features? (If you are struggling with this question, reframe it by asking, "If this family member were 'selling' you to a possible mate or employer, which of your features would the family member likely highlight before any others?") List the features:

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7. Pick either your best friend or significant other. What compliments do they pay you? What features in you triggered those compliments? List the compliments and the respective features:

Compliment: \_\_\_\_\_

Feature: \_\_\_\_\_

Compliment: \_\_\_\_\_

Feature: \_\_\_\_\_

Compliment: \_\_\_\_\_

Feature: \_\_\_\_\_

Compliment: \_\_\_\_\_

Feature: \_\_\_\_\_

8. Pick one of your top role models (current or past, famous or not) – someone you admire and would like to emulate. Name the person:

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What two features do you most like about this person? List the features:

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9. Pick one day-to-day influencer – a friend, boss, or acquaintance who is not necessarily a role model. This person has mannerisms that you find yourself adopting, whether on purpose or by accident. This influencer may come up with a new phrase and a week later you find yourself using it. Their influence may come from constant contact with you or it may come simply because you like the way the influencer thinks or acts. Name the influencer:

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What two features do you most like about the influencer? List the features:

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10. Review items 2-9 for features that contribute to the L-Factor. As you review the items, circle the features. For example, if one of the compliments listed above is, “You always know how to use humor to make everyone feel comfortable,” circle “humor”.

The exercise concludes on the following page.

*“You don’t have to shoot for being the most likable person in the world, but with the right guidance, you can easily eliminate your most unlikable qualities. Eventually, you will realize that likability is simply a state of mind, an awareness. All you have to do to tap it is find your real, likable self.”*

**11. My Greatest L-Factor Hits**

**Aspirational Features.** The features identified in items 3 and 8 are features that you cherish in yourself and observe in someone you admire. These features are called aspirational features – ones that are part of who you are and who you strive to be. List the features from items 3 and 8:

**MOST**

**IMPORTANT TO MY L-FACTOR**

**LEAST**

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**Natural Features.** Review the circled features in items 2-9 for those that seem to continuously appear. These are natural features that add to your likability with little thought on your part. You will wish to retain these and use them to leverage other L-Factor features. List your natural features that you would like to retain:

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**Discovered Features.** Review the circled features in items 2-9 for those you may not have thought about before this exercise. These are discovered features that you may wish to integrate more into your life. List discovered features that you would find meaningful and/or challenging:

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### During The Program

- Participate!
- Submit questions to be addressed by Tim Sanders during the question-and-answer session. He will speak for the first hour and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet found on page 31, submit an e-mail, or call in when prompted during the program.
- Use the following pages as an additional resource to you throughout the presentation. Make notes on the presentation in the space provided.







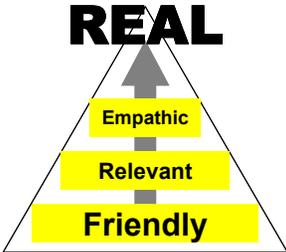












**Post-Broadcast Activities**

Complete and submit the program evaluation form found on the last page of this guide or online at: [http://www.linkageinc.com/disl/satellite\\_evals.shtml](http://www.linkageinc.com/disl/satellite_evals.shtml).

**Activity 1: Self-Reflection and Discussion**

- How do the L-Factor elements currently fit into your day-to-day business practices?

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- Identify opportunities to increase your L-Factor. Consider staff meetings, performance discussions, presentations, memos, management by walking around (MBWA), meetings, planned and unplanned drop-by visits, etc. What specifically will you do?

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- What specific benefits might you personally expect by increasing your L-Factor?

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- What may prevent you from trying the techniques that Sanders proposes?

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*Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant.*

**Activity 2: L-Factor Log**

As with most habits, increasing your L-Factor requires a conscious commitment – and time. One of the easiest ways to make a habit of being likable is keeping a log. You may wish to use the form below or keep a small journal depending on your preference. At the beginning and end of each of 21 days (which is the generally-accepted period of time for engraining a new habit), reflect on the day and answer the questions below. This requires 5-15 minutes a day and is well worth the effort.

- At the beginning of the day:

Which specific L-Factor element(s) will I focus on today? What situations are likely to present themselves where I could enhance my L-Factor?

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- At the end of the day:

How did I increase my L-Factor today? What specifically did I do and what were the noticeable effects?

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- At the end of the day:

What opportunity(ies) did I miss to increase my L-Factor?

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**Activity 3: Find a Lovecat Partner**

While Sanders’ term for leaders who give freely to others – *lovecats* – sounds “out there,” many definitions of leaders include the same notions of selflessness and concern for others. Unfortunately, as leaders, we often find ourselves without someone with whom we can share ideas, solicit input and feedback, test new behaviors, and develop ourselves.

The purpose of this exercise is to identify and join with another leader to discuss L-Factor strategies. Use the following questions to guide your sessions.

- What features have you received compliments on this week?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Of these compliments, which one brings you the most pride? Why?  
\_\_\_\_\_  
\_\_\_\_\_
- Which L-Factor element(s) were you consciously working on this week? Why did you select this particular element and how did you put it into action?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What L-Factor features did you notice in others? How were they demonstrated? Which might you wish to add to your personal L-Factor library?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Identify opportunities that you missed to increase your L-Factor this past week. What might have you done differently?  
\_\_\_\_\_  
\_\_\_\_\_

**Final Activity: Action Planning**

- Your L-Factor development begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

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- Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?

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- What do you need to do by the end of this month?

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- What do you need to do by the end of this week?

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- What do you need to do tomorrow?

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## Books Recommended by Tim Sanders

The following books are recommended by Tim Sanders, author of *Love is the Killer App: How to Win Business and Influence Friends*.

### *Primal Leadership*

Author: Daniel Goleman

Here's the simple idea of the book—resonate with your employees and team and get their best. This work is based on Goleman's earlier work "Emotional Intelligence" and supports in full the Love Cat theory of business. It's the best leadership book of 2002.

### *Good To Great*

Author: Jim Collins

What can I say, this is the top management book of the last few years. Jim elegantly explains great business in concepts like the Hedgehog Theory, the Doom Loop and the BHAG (big hairy audacious goal). Based on fabulous research, this is a must read for any serious business person.

### *Execution*

Authors: Larry Bossidy and Ram Charan

With a thousand books a year on strategy, here's a book on how to actually finish and implement a good idea. Huzzah! Bossidy is old GE blood and former Chairman of Honeywell and Charan wrote "What the CEO wants you to know". Their chemistry is great and the advice will help you get things done in your business and perhaps in your professional life.

### *Brand New World*

Author: Scott Bedbury

If you only read one brand book this year, read this one. Scott Bedbury is a great mind and helped forge and build the Nike and Starbucks brands. His simple argument is that great brands (companies) know how to behave and help the entire team understand the goals, visions and expected behaviors that create a long lasting symbol in people's minds. A quick read.

***The Attention Economy***

Authors: Davenport and Beck

These two cats know what the #1 scarce world resource is: your attention. This book outlines why attention is the new marketing currency, how some fail to achieve it and most importantly, which elements are most likely to attain it in the new new world.

***Total Access***

Author: Regis McKenna

From the author of Real Time, comes a new work that may change the way we all think about marketing. His argument is that companies best market themselves by maintaining persistent presence. He attacks traditional advertising and it's lack of systems in this thrilling new work.

***Now Discover Your Strengths***

Author: Marcus Buckingham

This is his follow up to "First break all the rules" and it really hit home with me. He argues that we spend too much time focusing on people's weaknesses, trying to put a band aid on that which is not perfect. Instead, his research with Gallup discovers that by ignoring the weakness and concentrating on the strengths, our greatest advancements are possible.

***Power of Now***

Author: Eckhard Tolle

This is not a business book, but all business people could learn from Eckard. He argues that you need to learn to be present, living in the now. Right this moment. He argues, persuasively, that all of your problems are in your past or in your future. Right now you are well, savor it. Learn to watch your mind, working your body to death. Become the watcher. Regardless of your spiritual beliefs, this book can change your life by helping you understand the true source of bliss and happiness.

Classics I have rediscovered in 2002:

***The Third Wave***

Author: Alvin Toffler

Go find a copy of this one! Toffler predicted that the Second Wave (think industrialism) would give way to the Third Wave (think information revolution) and by the twenty first century, all conflict would be between the two waves. Furthermore, in the 70's, Toffler astutely identified the two warring factions as being those that believe in scarcity (the Second Wave) and those who believe in abundance (the Third Wave). He is the true Nostradamus of the digital age.

***The Fountainhead***

Author: Ayn Rand

No, I didn't get a chance to read this in college. I received this book from a friend who told me that I HAD to read this book. This is the same man that gave me the Art of Happiness by the Dalai Lama, so I took his advice. Ayn does a fabulous job in this epic philosophical novel of praising individualism and developing a set of characters that helps me explain the conflict I see in the world. A must read during these funky times.

**SECTION 2**

**FORMS**

**Question Sheet**

Use this form to write your question for Mr. Sanders for discussion. Please write legibly.

**Name (optional):**

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**Organization:**

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**Location:**

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**Your question (25 words or fewer):**

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Fax 1.877.892.0170 (from within U.S.)  
Fax 646.349.3661 (from outside U.S.)

Email: *leadership2004@linkage-inc.com*

Tel 1.800.489.8814 (from within U.S.)  
Tel 801.303.7412 (from outside U.S.)

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# LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

Please indicate functional area (only circle one):

Finance   Human Resources/Organizational Development   Manufacturing/Operations   Marketing   R&D   Sales  
Other (specify) \_\_\_\_\_

How many people do you have reporting to you (include all levels)? Number: \_\_\_\_\_

Please indicate your job level (only circle one):

President or Officer    Vice President    Director    Manager/Supervisor    Individual Contributor

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1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

\_\_\_\_\_  
\_\_\_\_\_

3) Any suggestions on what we can do to improve?

\_\_\_\_\_  
\_\_\_\_\_

4) May we use any of these comments for promotional purposes (including name and organization)?   YES   NO

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?   Rating: \_\_\_\_\_

6) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series?  
(Please rate your top five, "1" being most interested)

- |                    |                        |                       |
|--------------------|------------------------|-----------------------|
| ___ James Champy   | ___ Tim Dell           | ___ Margaret Wheatley |
| ___ Deborah Tannen | ___ Maya Angelou       | ___ Tim Porter        |
| ___ Steve Jobs     | ___ Francis Hesselbein | ___ Bill George       |
| ___ Philip Knight  | ___ John Scully        | ___ Meg Whitman       |
| ___ Edgar Shein    | ___ Warren Bennis      | ___ Chris Argyris     |
| ___ Carly Fiorina  | ___ Robert Kaplan      | Other _____           |

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.